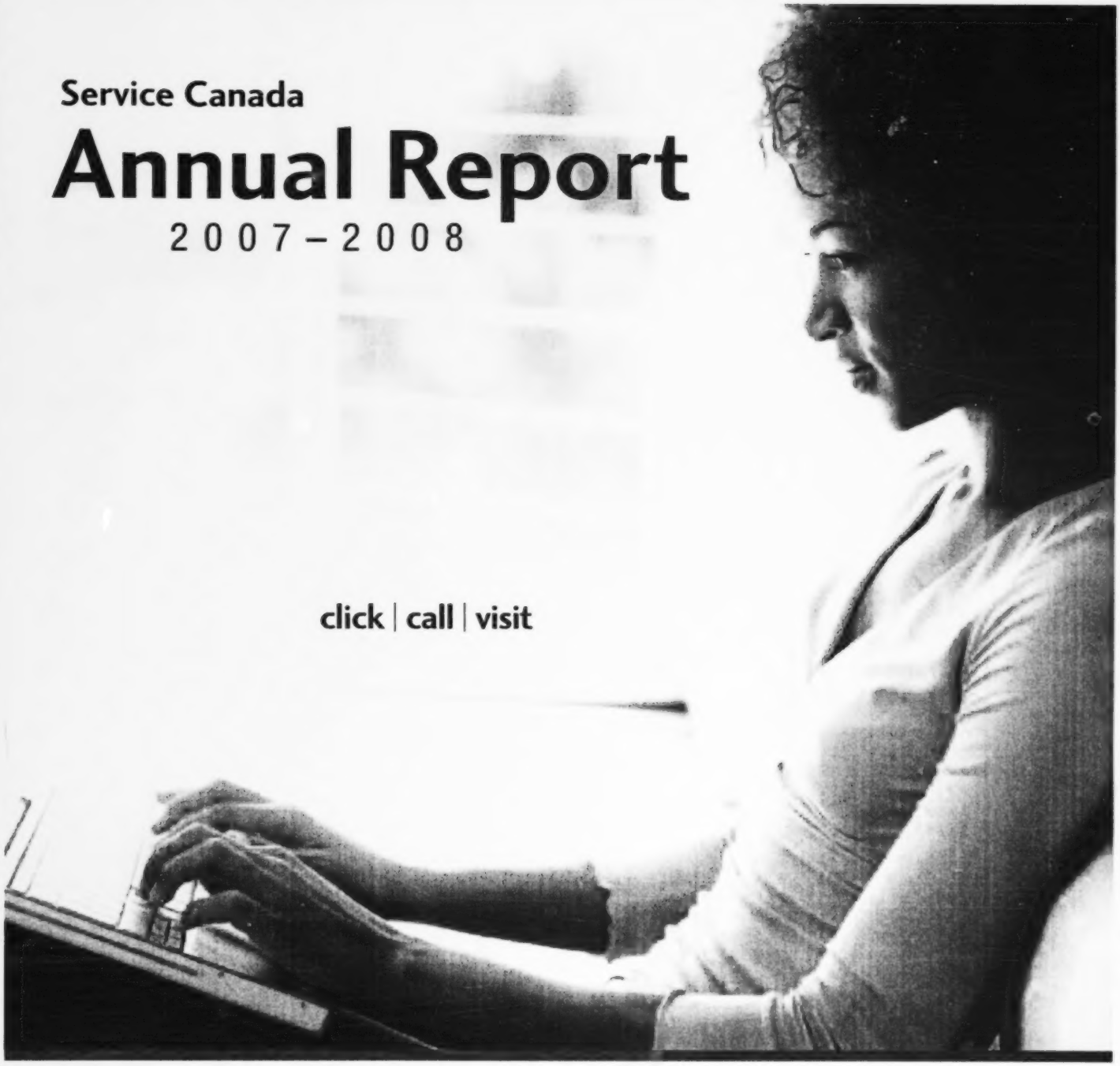
Service Canada

Annual Report

2007–2008



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Service Canada

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Message from the Minister of Human Resources and Skills Development

I am pleased to present the Service Canada Annual Report for fiscal year 2007–2008. In this third annual report, we tell Canadians the story of our continuing progress toward the goal of providing one-stop service that is easy to access.

This report explains how we have raised our profile and increased our presence, streamlined the way we deliver our core services and safeguard client information, and broadened our partnerships to expand the range of services we offer. The report also demonstrates our commitment to working in a transparent and accountable way, and it highlights the ways in which we have been fulfilling our duty of responsible stewardship of public funds.

After three years of operation, Service Canada has come a long way in providing helpful service that is easy for Canadians to access. Whether Canadians choose to click, call, or visit, they will find information about the Government of Canada benefits and services they need and a timely response to their questions and concerns. We continue to launch initiatives to streamline our call centres, automate more services, and make our online services easier to use. Our partnerships have grown stronger, and our efforts to respond to the needs of different client communities have become more effective.

Of course, we have a lot more work to do. In the years to come, we plan to continue improving the services that are in demand and broadening the reach of our successful pilot projects and new approaches. We will also strengthen our network of partners to offer better services, and we will continue to train our employees and support their professional development.

During my time here, I have found that Service Canada employees are fully committed to providing Canadians with the best possible service they can give.

Diane Finley, P.C., M.P.
Minister of Human Resources and Skills Development

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Executive summary

At Service Canada, we are pleased to present this annual report for the year ending March 31, 2008. This report highlights the progress we made between April 2007 and March 2008—our third year of operation. It shows how more Canadians have been responding to our message to "click, call, or visit," and how they are accessing more of the government services and benefits they need through Service Canada. Throughout the year, we have focused on the following areas to help us better serve clients and remain accountable to all Canadians.

Providing citizen-centred service

In Chapter 1, we describe the new services we are offering, our 33 new service locations, and how we have expanded our in-person service in northern and remote communities. In this way, we are reaching more Canadians where they live. We are providing tailored services to our clients who have special needs, such as seniors, newcomers to Canada, and people with disabilities. By improving our 1 800 O-Canada network, we are helping more clients resolve their concerns when they first contact us, and we are serving them in the official language of their choice. We are also getting the word out through our national advertising campaign, which has increased awareness of Service Canada among our citizens by 51%.

Building trust

In Chapter 2, we explain our commitment to providing the right mix of services and benefits for Canadians who need them, and to saving taxpayer dollars by delivering services more efficiently and with enhanced integrity. We continue to protect Canadians' personal information and the integrity of our programs by performing reviews and conducting investigations. Using our new automated services, Canadians are receiving accurate benefit payments—and we have earned praise from our peers for using technology to improve our services.

Collaborating for success

In Chapter 3, we discuss how our partnerships with other federal departments and agencies and other orders of government are helping us serve Canadians more effectively. Through these partnerships, we are implementing better ways of authenticating personal-identity information to ensure we issue benefits correctly, and we are helping to improve existing initiatives like the Temporary Foreign Worker Program. By consulting with the voluntary sector, we are improving the way we serve our client communities. Through our successful federal partnerships, we continued to expand the range of services we offer, including the addition of the ecoAUTO Rebate Program, the Common Experience Payment, and the administration of the Ice Compensation Program.

Reporting results

In Chapter 4, we note how this report is part of our effort to operate in an accountable and transparent way. As well, we explain how publishing our monthly and quarterly corporate performance scorecards helps us draw an accurate picture of how we are doing. We have also implemented a new strategy to ensure that we publish internal audits on the Internet in a timely manner. In addition, in 2007–2008, the Office for Client Satisfaction received and responded to more feedback than ever before.

Supporting service excellence

In Chapter 5, we focus on our commitment to continuing to develop a culture of service excellence among Service Canada employees. In addition to the 1,163 who had registered in 2006–2007, more than 1,600 members of our client service staff registered this year for the Service Excellence Certification Program, which we provide through the Service Canada College. We continued to build on the College's success by launching the Service Leadership and Management Excellence Development Program in October 2007. To encourage continued professional development, we support our employees with up-to-date information and tools on the new Service Canada Culture intranet site.

Introduction

Meeting our commitment to Canadians

At Service Canada, we aim to make it easier for Canadians to access the Government of Canada benefits and services they need in more convenient ways. We offer personalized service in the official language of their choice, and we provide information that is useful and easy to understand.

They can choose how they want to contact us—by reading about programs and applying for benefits online at **www.servicecanada.gc.ca**, calling our national telephone information line at **1 800 O-Canada**, or visiting us in person at one of our **620 locations** across the country. We also offer teletypewriter (TTY) service for people with hearing or speech impairments.

We value our clients' comments, and we are committed to responding to them. Whether they need help resolving a problem or have suggestions for improving our service delivery, we welcome their feedback.

95.4%

of Canadians live within 50 kilometres of a Service Canada location

About this annual report

The Service Canada Annual Report 2007–2008—our third annual report—presents to Canadians the story of our continued progress in providing one-stop, easy-to-access service.

Each chapter in this report corresponds to one of our five strategic objectives and describes the steps we have taken to achieve it. In this report, we provide details about our work throughout 2007–2008. We also talk about Service Canada agents who are making it happen, and Canadians who are benefiting from our efforts.

Service Canada's Vision Statement

Canadians are at the heart of the Service Canada vision.

Effective, client-centred organizations know what they want to achieve and have clear goals. In building Service Canada, we listened to Canadians to determine what it would take, not just to improve service delivery, but to transform it.

Our vision statement is based on what Canadians have told governments they want from a service organization. It is what we are accountable for.

Our vision

To achieve better outcomes for Canadians through service excellence.

Our mission

To provide secure, knowledgeable, one-stop, personalized service to Canadians.

Our mandate

To improve services for Canadians by working with partners to provide access to the full range of government services and benefits that Canadians want and need in person, by telephone, on the Internet, or by mail.

Service Canada's strategic objectives

1. **Deliver seamless citizen-centred service** by providing integrated, one-stop service based on citizens' needs and helping to deliver better policy outcomes.

2. **Enhance the integrity of programs** by building trust and confidence in our programs and by achieving significant savings in program payments.

3. **Work as a collaborative, networked government** by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

4. **Demonstrate accountable and responsible government** by delivering results for Canadians and government, savings for taxpayers, and transparency in reporting.

5. **Build a culture of service excellence** by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.

Getting back on track

A man entered the Service Canada Centre in Charlottetown, Prince Edward Island, suitcase in hand. A recent immigrant to Canada, he had arrived from Toronto the previous evening and had waited outside all night until the Centre opened. He was in dire financial need.

Our citizen service agent set immediately to work. She called a homeless shelter to make accommodation arrangements, and she set up an emergency appointment with the province's social services organization. She then helped him navigate the online Job Bank and photocopied his résumé. He found a few jobs for which he was qualified and, because his English was limited, she helped him contact the employers by phone to set up appointments. He was unfamiliar with the area, so she printed a map of the city and highlighted a route for him to walk to each employer.

The man returned to the Service Canada Centre the next week to thank our agent and to let her know he had found a job and was getting back on his feet.

18,000

Service Canada employees helping Canadians

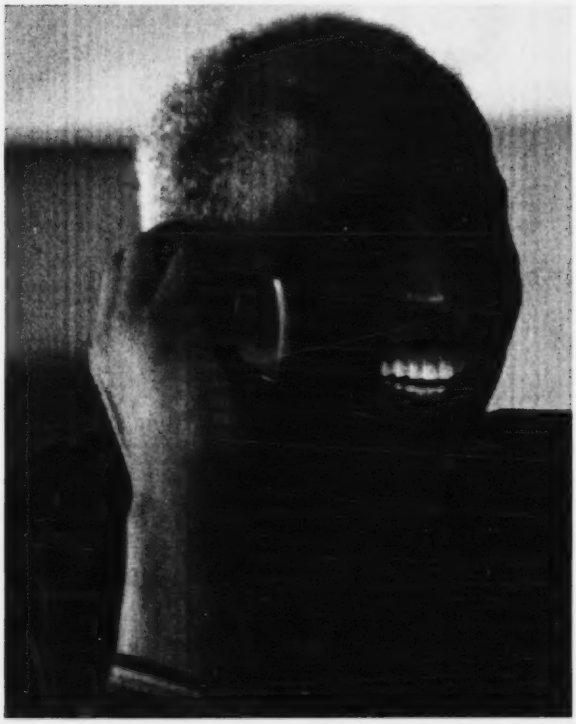
Chapter 1

Putting Canadians first

Objective: Deliver seamless citizen-centred service by providing integrated, one-stop service based on citizens' needs and helping to deliver better policy outcomes.

At Service Canada, we are working to deliver the services Canadians want, as close to where they live as possible. Our one-stop network provides access to quality, personalized service on the Internet, by phone, in person, or by mail.

In 2007–2008, we raised our profile and made our services known to more people, especially in smaller and remote communities. We worked with specific groups of clients, such as seniors, workers, and newcomers to Canada, to provide them with the benefits and services they need.



A world leader in the corporate-university concept

The Service Canada College in Regina is piquing the interest of foreign government departments that are interested in setting up their own corporate university. After visits by government service organizations from around the world, including the United Arab Emirates, India, Italy, and Australia, the College recently welcomed delegates from the United Kingdom's Department for Work and Pension.

The College staff members and the delegates shared their expertise and lessons learned in training and culture change, toured the state-of-the-art facilities at the learning centre, and took part in a session on cultural competency with participants in the "Putting Citizens First" course.

Promoting our services

We expanded our regional and community presence by implementing a number of initiatives to make Canadians more aware of Government of Canada programs and services. We advertised at the national, regional, and community levels to let Canadians know about the services we can provide for them. We also took part in a number of public events to get the message out.

Our national advertising campaign emphasizes easy access and encourages Canadians to "click, call, or visit." The effort has paid off. The campaign helped increase the number of visits to the Service Canada Web site for the advertised services and programs, and the number of calls to our call centres at 1 800 O-Canada. In fact, our marketing research shows that awareness of Service Canada increased 51% in the past fiscal year. We also met with our provincial and territorial counterparts and community groups with whom we promoted our services at local events such as career fairs, expositions, and Chamber of Commerce meetings.

Canadians can now access more than 70 Government of Canada services at Service Canada

We installed Service Canada signage at 91 more Service Canada Centres, and we set up a number of information kiosks to increase our visibility in communities across Canada. Our staff provided information sessions on client services, including those for families, children, Aboriginal people, newcomers to Canada, and workers who have lost their jobs.

We also spread the word about several new services we began to offer this year, including the:

- Common Experience Payment for former students of Indian residential schools;
- ecoAUTO Rebate Program;
- Ice Compensation Program;
- Foreign Credentials Referral Office services;
- Newborn Registration Service in British Columbia; and
- Workers Who Have Lost Their Jobs service.

Rolling up our sleeves to deliver the Common Experience Payment

In September 2007, Service Canada was preparing to receive a huge number of Common Experience Payment applications. In Saskatchewan, Aboriginal organizations had indicated that a large portion of the 17,000 to 19,000 clients expected to apply in that province would do so in person during the first week.

To meet this huge demand, staff members from all parts of Service Canada in Saskatchewan rolled up their sleeves. In addition to accepting applications at Service Canada Centres throughout the province, Service Canada partnered with Aboriginal communities to take applications at other locations. In fact, about 70 Service Canada employees converged at outreach sites and seven mass-intake sessions set up throughout the province to accept applications. Thanks to this coordinated effort, the Saskatchewan region staff served 5,934 clients in the first three days, which represented 30% of expected applicants. Within the first week (including the weekend), regional staff members had served 8,141 clients—about 40% of all expected applicants.

Thanks to this coordinated effort, the Saskatchewan region staff served

5,934

clients in the first three days.

CLICK!

Simplifying online access

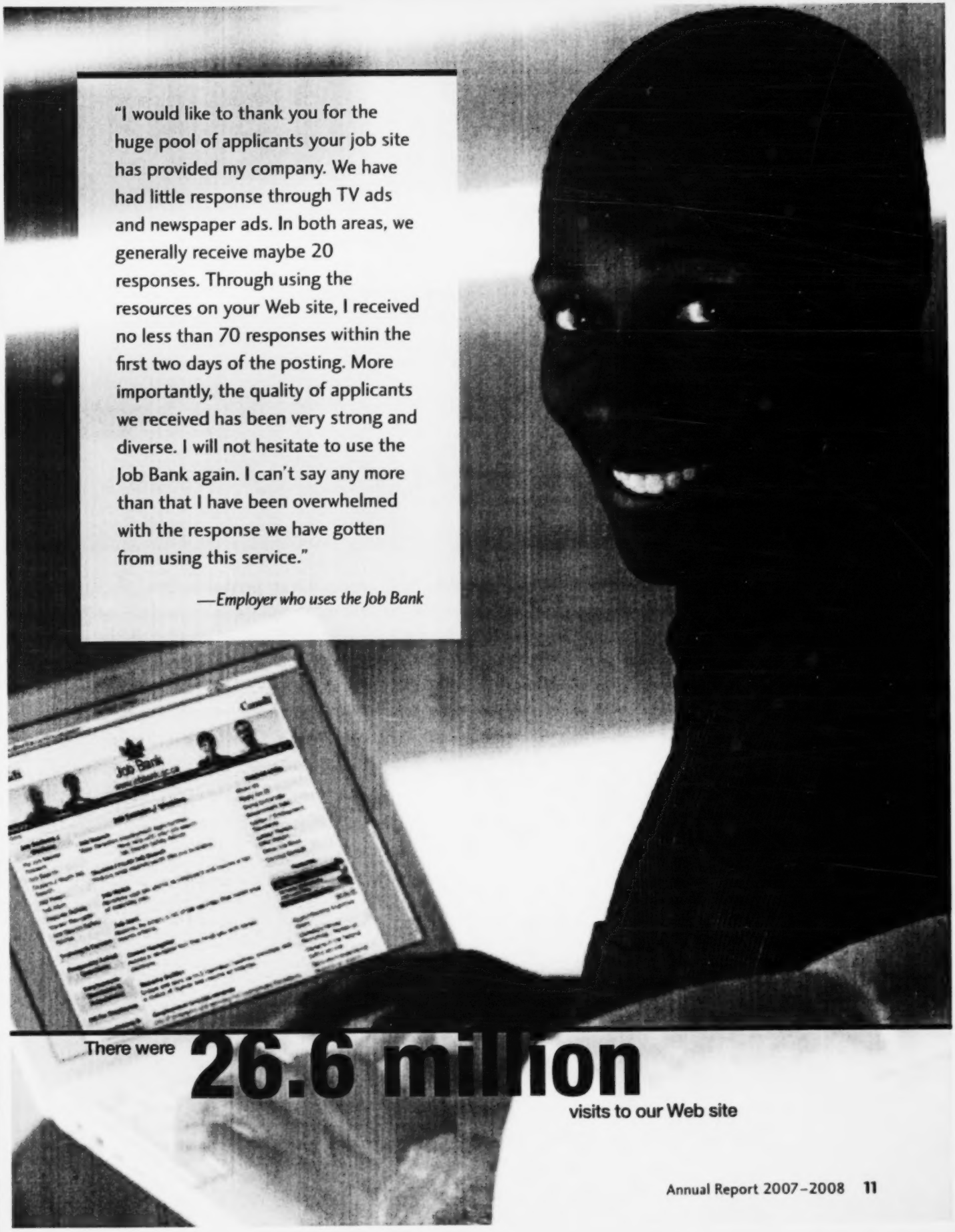
Our Web site at www.servicecanada.gc.ca is busier than ever! More clients are accessing program information and submitting application forms online. In fact, this year there were 4 million more visits to our Web site than the previous year.

To provide secure online access to Canada Pension Plan, Employment Insurance, and Old Age Security services, we validated the identity of clients by processing more than 13.7 million authentication transactions against the Social Insurance Register. For Employment Insurance alone, we received and instantly acknowledged 97.6% of initial applications and 85.5% of renewal applications electronically.

Through My Service Canada Account, we are working toward a simplified process for Canadians to access key online services. By logging in only once, Canadians will be able to view and update their Canada Pension Plan and Old Age Security information, access the My Employment Insurance Information Online, view and update their Canada Pension Plan Statement of Contributions, and view tax information slips for Canada Pension Plan, Employment Insurance, and Old Age Security benefits.

We also helped clients by improving the "Read to Me" feature on the Service Canada Web site. This feature, which reads text on the page aloud to help people who have visual impairments or those who have difficulty reading English or French, was activated 172,000 times during 2007–2008.

In addition, the 11 most commonly used Service Canada forms are available online in formats that are accessible to people with disabilities.



"I would like to thank you for the huge pool of applicants your job site has provided my company. We have had little response through TV ads and newspaper ads. In both areas, we generally receive maybe 20 responses. Through using the resources on your Web site, I received no less than 70 responses within the first two days of the posting. More importantly, the quality of applicants we received has been very strong and diverse. I will not hesitate to use the Job Bank again. I can't say any more than that I have been overwhelmed with the response we have gotten from using this service."

—Employer who uses the Job Bank

There were **26.6 million** visits to our Web site

CALL!

Streamlining our call centres

To help save time and trouble for our clients, we are providing information about Government of Canada programs and services from a single telephone number. In 2007–2008, we answered 88% of the 1.8 million calls to our 1 800 O-Canada call centre within 18 seconds.

Our efforts to integrate our program-specific services into a new Client Contact Centre plan will help resolve clients' concerns on first contact. To do this, we provided our agents across the country with the common tools and training they need to offer consistent and accurate information on the Canada Pension Plan, Employment Insurance, and Old Age Security programs.

We received **51.1 million**

calls in our call centres

Through client focus testing and key stakeholder engagement, we identified ways to improve our interactive voice response system to ensure the accuracy of information and to provide "easy to self-serve" features. In addition, we extended the Telephone Inquiries Resolution Service for Parliamentarians (the "MP Line") to help them to directly address questions and concerns they receive from their constituents.

Building a world-class service for people with hearing impairments

By consulting with clients who are Deaf, deafened, or hard of hearing, Service Canada discovered that many are depending less on teletypewriter (TTY) service for phone communications these days. Instead, they are increasingly using text messaging on their cell phones to communicate.

To enhance services to this client group, the Halifax Service Canada Centre is piloting the use of BlackBerry technology to answer basic questions that Deaf, deafened, or hard of hearing clients may have before they come into the Service Canada Centre, or to arrange for an interpreter to be there when they arrive at the Centre.

VISIT!

Providing services where you need them

In 2007–2008, we opened 33 new service locations, bringing the total number in Canada to 620. By March 2008, we had 329 full Service Canada Centres, 227 scheduled outreach locations, and 64 Service Canada community offices. Now, 95.4% of Canadians live within 50 kilometres of a Service Canada location, exceeding the national target of 90%. In addition, Service Canada agents provide mobile outreach services by visiting hundreds of smaller communities, allowing clients to access service where they live.

In 2007–2008, more than 9.2 million people dropped by our service locations—and about 8.3 million of them needed the assistance of a citizen service agent. Close to a million clients were able to serve themselves by using an Internet workstation.

More than 9.2 million

clients visited our 620 Service Canada locations

Tailoring our services

At Service Canada, we know that our one-stop, easy-to-access service network has to be useful to a wide range of clients. So we asked different client communities and a number of voluntary-sector organizations for advice on how to better meet their common needs. We applied the insights we gained from our consultations to:

- help seniors learn about and access the services to which they are entitled;
- improve access and in-person service for people with disabilities by training staff and adding 4,000 adjustable furnishings in 85 of our Service Canada Centres;
- bundle services for newcomers, including information on employment, Employment Insurance, and the Social Insurance Number; and
- maintain active committees that continue to provide us with regular feedback on how we can improve the way we deliver our services.

By creating and improving our targeted service strategies, we are helping ensure that our clients are aware of the services we offer, and that our agents are able to tailor their services to the unique and varied circumstances of these clients.

Service Canada Centre opens in Quebec's Arctic

In November 2007, Service Canada opened a Service Canada Centre in Kuujjuaq, Quebec, to provide in-person service to the citizens of Nunavik—a vast region with 14 Inuit communities in Quebec's Arctic. The Centre's four employees provide a full range of services in French, English, and Inuktitut.

To overcome the challenges of establishing the new centre, Service Canada joined forces with representatives from the Inuit community and Public Works and Government Services Canada to find solutions to various regional issues, such as finding housing for employees, the high cost of construction materials, and language barriers.

Meeting the language needs of Canadians

To better meet the needs of official language minority communities across the country, we have committed to:

- providing service that is equal in quality to that offered to the majority within a reasonable time frame;
- offering easy-to-access service with a community presence;
- developing clear communications;
- ensuring a consistent national approach in offering services in both official languages at Service Canada Centres and in outreach sites designated as bilingual; and
- leading a joint approach with other departments for service to these communities.

At Service Canada, we continue to test new approaches to delivering multi-language services for Aboriginal people and newcomers to Canada. In this way, we can determine how to raise the awareness and take-up of Government of Canada benefits and services among these groups. This initiative also supports the vitality of our Aboriginal cultures.

As part of the Multi-Language Service Initiative, Service Canada continues to improve access to Government of Canada services by:

- posting 11 fact sheets on the Internet on key Government of Canada programs and services in eight Aboriginal and 12 foreign languages;
- conducting pilot tests in Service Canada Centres across the country to determine whether telephone interpretation services in more than 40 languages are accessible to our clients; and
- piloting multi-language services in Service Canada locations where language barriers exist.

Interviews with clients have demonstrated that both Aboriginal people and newcomers to Canada are satisfied with the availability of information in their preferred language.

Serving clients in their community

Since Service Canada introduced an outreach location in Grand Manan, New Brunswick, the remote island community has embraced the new service, acknowledging that it is not only saving citizens expensive trips to the mainland, but that the two citizen service agents who visit the island twice a month are providing personal, caring, and professional service.

Multi-Language Service Initiative takes off in Kenora

Outreach in remote areas has often been challenging for Service Canada staff. Rugged and expansive terrain and language differences have meant limited access to clients. In Kenora, Ontario, the Service Canada Centre overcame these challenges by introducing the Multi-Language Service Initiative in September 2007. Through this pilot project, two agents provide services to clients in Ojibway, both at the centre and through outreach visits to various remote communities.

We have posted

11 fact sheets

in Aboriginal and foreign languages on our Web site

Providing access to new services

At Service Canada, we expanded our services and provided access to several new ones. For example, more than 90,000 Canadians have applied for the Common Experience Payment, a settlement payment made to former students of Indian residential schools under the Indian Residential Schools Settlement Agreement. By the end of March 2008, we had issued more than 60,000 payments. We developed efficient ways to process this high volume of applications and played an important role in meeting Canada's commitment.

In August 2007, the Government of Canada announced the ecoAUTO Rebate Program, which Transport Canada launched jointly with Service Canada in October. The program offered Canadians $1,000 to $2,000 rebates to encourage them to buy or lease fuel-efficient vehicles. We issued cheques worth more than $72 million for this program during the year.

In 2007–2008, our agents verified whether more than 267,000 passport applications were complete before sending them to Passport Canada for processing. This figure represents a substantial increase from the nearly 71,000 applications received during the previous year.

This increase was caused by several factors: increased U.S. security requirements; the fact that Service Canada had expanded from 35 to 101 locations receiving passport applications; the new Simplified Passport Renewal Process; and greater public awareness of Service Canada's role as a passport receiving agent. To respond to this high demand, we are planning to expand the passport receiving agent service in up to 99 additional Service Canada Centres.

> **"Tremendous stories have emerged in First Nations circles, and the Indian leadership took notice and are talking about the support from Service Canada. Your organization has been elevated to the highest standard, and I hope the remainder of Canada can learn from your leadership."**
>
> *—Regina's Police Staff Sergeant, commenting on Service Canada's role in delivering the Common Experience Payment program*

Our agents received and helped prepare

267,112

passport applications

Through a partnership with the Department of Fisheries and Oceans, we were able to launch the Ice Compensation Program within eight weeks to help East Coast fishers deal with prolonged periods without income due to poor ice conditions.

We also managed and coordinated the Apprenticeship Incentive Grant program, which the Government introduced in 2006–2007. This year, we issued payments to 93% of the 31,485 eligible applicants within 28 days, exceeding the national target of 85%.

No office? No problem!

Sometimes, all you need to serve Canadians is a table, a few chairs, and some nice weather.

Two citizen service agents from the Service Canada Centre in Belleville, Ontario, managed to serve 51 clients outside the front door of their building after water damage closed the office. With the help of maintenance workers, who got them a table and some chairs, the two set to work serving clients. The duo discovered they could provide almost all of the office's usual services outside, especially after a technician dropped by with a laptop connection. All urgent inquiries were directed to the nearby Trenton office.

93%

of eligible Canadians received their Apprenticeship Incentive Grant payments within 28 days

Chapter 2

Making sure Canadians receive the right services and benefits

Objective: Enhance the integrity of programs by building trust and confidence in our programs and by achieving significant savings in program payments.

At Service Canada, our goal is to deliver benefits to the right people, accurately and on time. We delivered more than $74 billion in Government of Canada benefits to Canadians in 2007–2008. We also consistently met our targets for the timely payment of Apprenticeship Incentive Grants, Canada Pension Plan retirement benefits, Employment Insurance benefits, and Old Age Security basic benefits.

To enhance the integrity of programs, we continue to emphasize the use of risk-management strategies in our approach to implementing new services, such as the ecoAUTO Rebate Program. We also ensure that the correct payments go to claimants who are eligible to receive them, and that Canadian taxpayers' money is spent judiciously.

Service Canada provides support to employees of destroyed mill

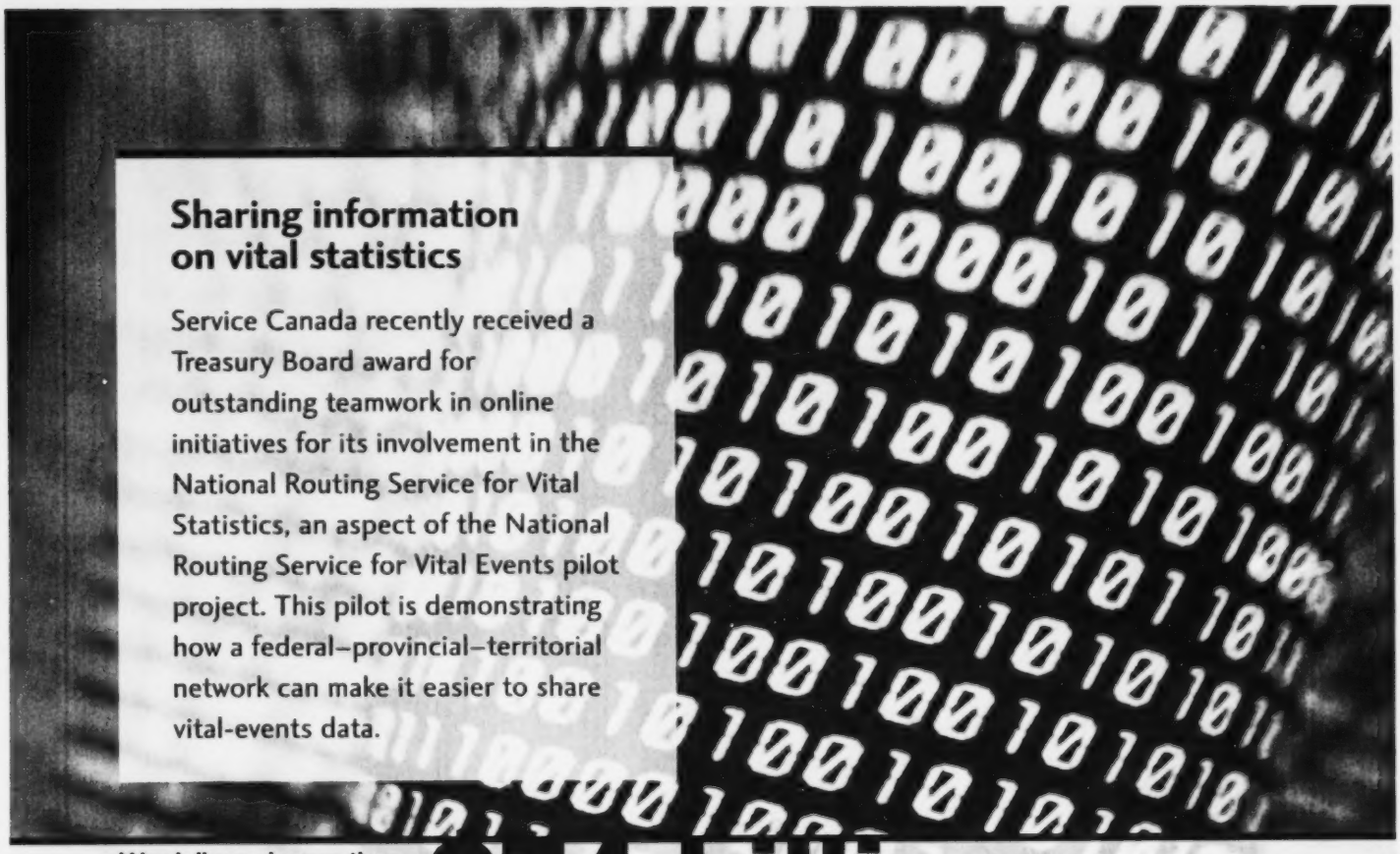
When a $10-million fire destroyed a pulp and paper mill in Prince George, British Columbia, Service Canada staff members did what they could to help. They immediately contacted a human resources representative at the mill, and found out the company was opening a transition centre for their employees that afternoon. A Service Canada citizen service agent assembled the material the employees would need, provided a direct cell phone number in case there were any questions about Employment Insurance, and made sure that someone was available to take applications for Employment Insurance benefits over the phone.

By the time the transition centre was open that afternoon, Service Canada had provided all the information the employees would need—including information on filing an Employment Insurance claim, looking for work, applying for training programs, and applying for retirement benefits. To handle the increase in workload, Service Canada staff worked extra hours and kept the Service Canada Centre open on Saturday and Sunday.

Protecting your privacy

Safeguarding the personal information of Canadians is a high priority for Service Canada, and we continue to develop ways to protect your privacy. We are committed to fully complying with all government standards for information-technology security, such as the *Government of Canada Security Policy*, and we enhanced or implemented other security controls to protect confidential client information.

Since Service Canada is responsible for ensuring the integrity of all of the programs it delivers to Canadians, we develop and use dependable methods to monitor our systems to prevent fraud. Our studies have helped modernize and improve core programs such as the Canada Pension Plan, Employment Insurance, and Old Age Security.



Sharing information on vital statistics

Service Canada recently received a Treasury Board award for outstanding teamwork in online initiatives for its involvement in the National Routing Service for Vital Statistics, an aspect of the National Routing Service for Vital Events pilot project. This pilot is demonstrating how a federal–provincial–territorial network can make it easier to share vital-events data.

We delivered more than **$74 billion** in government benefits

Preventing abuse and saving money

Improving the Social Insurance Number system is key to reducing errors and making sure the right benefits go to the right people. That's why we have developed the Social Insurance Number Quality Management Strategy, which outlines better ways of detecting, investigating, and preventing the abuse of Social Insurance Numbers.

To provide secure access to online services for the Canada Pension Plan, Employment Insurance, Old Age Security, and Social Insurance Number programs, we were able to validate the identity of our clients against the Social Insurance Register through more than 13.7 million authentication transactions.

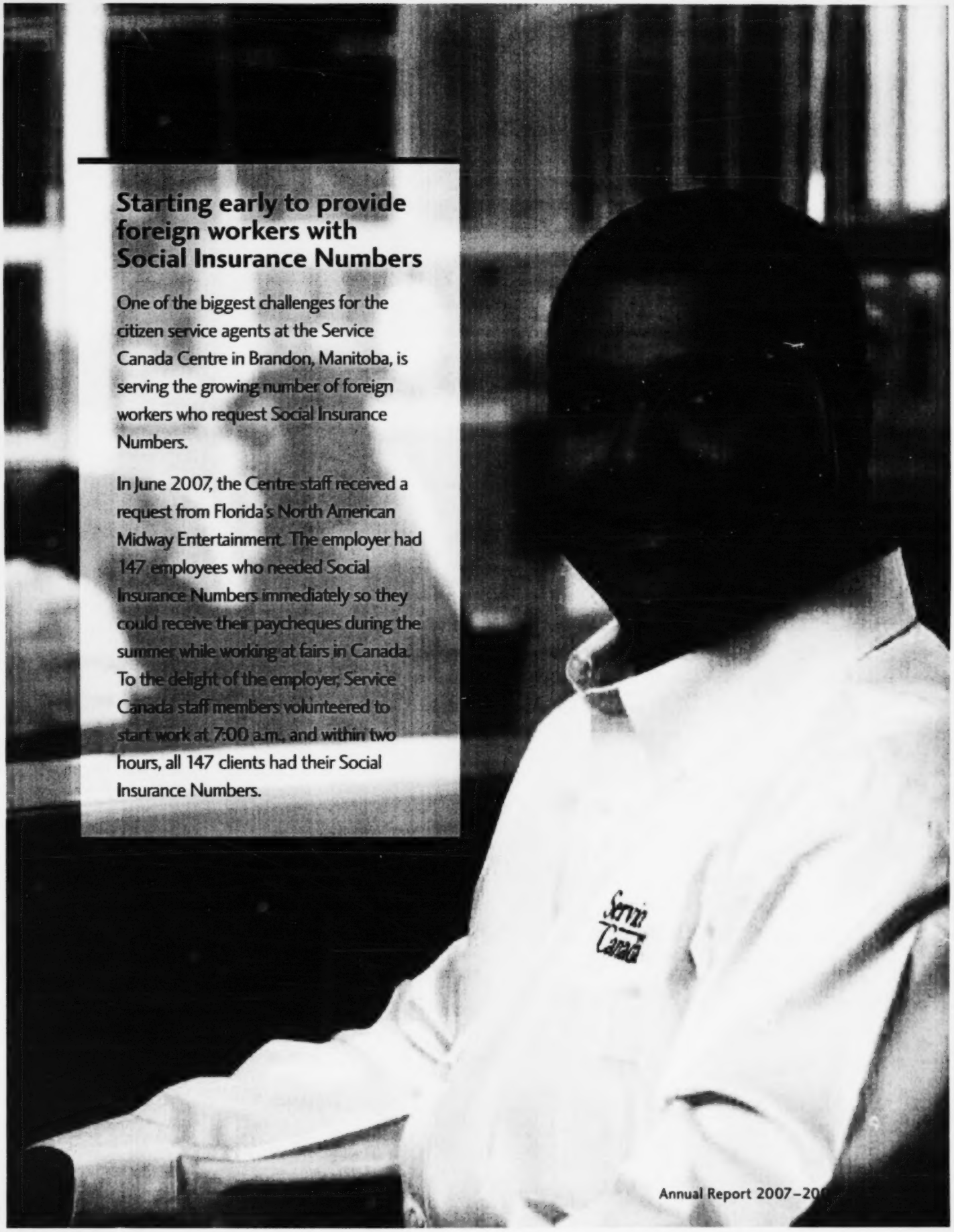
In 2007, Service Canada evaluated the integrity of the Social Insurance Register. We found the accuracy rate for issuing legitimate Social Insurance Numbers to the right person is 99.9%. The accuracy of the Social Insurance Register's data on dates of birth and death is approximately 97.3%.

In addition, our investigators conducted a total of 772,357 identity, fraud, and benefit payment investigations related to the Canada Pension Plan, Employment Insurance, Old Age Security, and Social Insurance Number. These efforts resulted in savings of $342.9 million.

Our investigators conducted

772,357

identity, fraud, and benefit payment investigations



Starting early to provide foreign workers with Social Insurance Numbers

One of the biggest challenges for the citizen service agents at the Service Canada Centre in Brandon, Manitoba, is serving the growing number of foreign workers who request Social Insurance Numbers.

In June 2007, the Centre staff received a request from Florida's North American Midway Entertainment. The employer had 147 employees who needed Social Insurance Numbers immediately so they could receive their paycheques during the summer while working at fairs in Canada. To the delight of the employer, Service Canada staff members volunteered to start work at 7:00 a.m., and within two hours, all 147 clients had their Social Insurance Numbers.

Working toward more automated services

Advances in automated services can help cut costs and reduce errors and fraud. We are making it easier for Canadians to apply online for Canada Pension Plan and Employment Insurance programs. Now, more people are using our online services than ever before. In 2007–2008, 98% of clients filing initial Employment Insurance claims used our Internet service, while almost one-quarter of Canada Pension Plan retirement applications were submitted online.

Our Record of Employment (ROE) Web service allows employers to fill out and submit Record of Employment forms online for employees who leave their jobs. The service is becoming more popular with employers—in fact, 76,000 employers registered for ROE Web in 2007–2008, an increase of almost 24,000 compared to the previous year. In addition, an initiative to consolidate more than 6 million Record of Employment forms into one database was nominated for a Government Technology Exhibition and Conference (GTEC) award in 2007–2008.

We were also awarded a GTEC silver medal for Service Delivery to Citizens and Businesses for our Employment Insurance automated claims processing. This system helped us achieve an accuracy rate of over 94% for Employment Insurance payments, and we plan to extend a similar approach to the way we process Canada Pension Plan benefits.

More than **94%**

of Employment Insurance payments are accurate

Dear Boss: Please use ROE Web!

When a public liaison officer from the Service Canada Centre in St. John's, Newfoundland and Labrador, visited an employer in the small community of Glenwood, she was pleasantly surprised to learn the employees there had asked their employer to register for ROE Web so they could receive faster service.

Even though Glenwood has 762 residents and only six employers, they realized the benefits of automation and were eager to use it. To date, four of the six employers in Glenwood have signed up to use ROE Web.

Chapter 3

Serving Canadians through partnerships

Objective: Work as a collaborative, networked government by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

By broadening and strengthening our partnerships with other federal departments and other levels of government, we are helping Canadians get better service by offering Web, phone, and in-person networks that provide consistent information across the country.

Teaming up for better service

Productive partnerships can help Canadians find the services they need. At Service Canada, we are always looking for new ways to work with our partners and to improve the services we offer.

In 2007–2008, we maintained and expanded partnerships with federal departments and agencies, and we added new partnerships. We provided services on behalf of the following federal organizations:

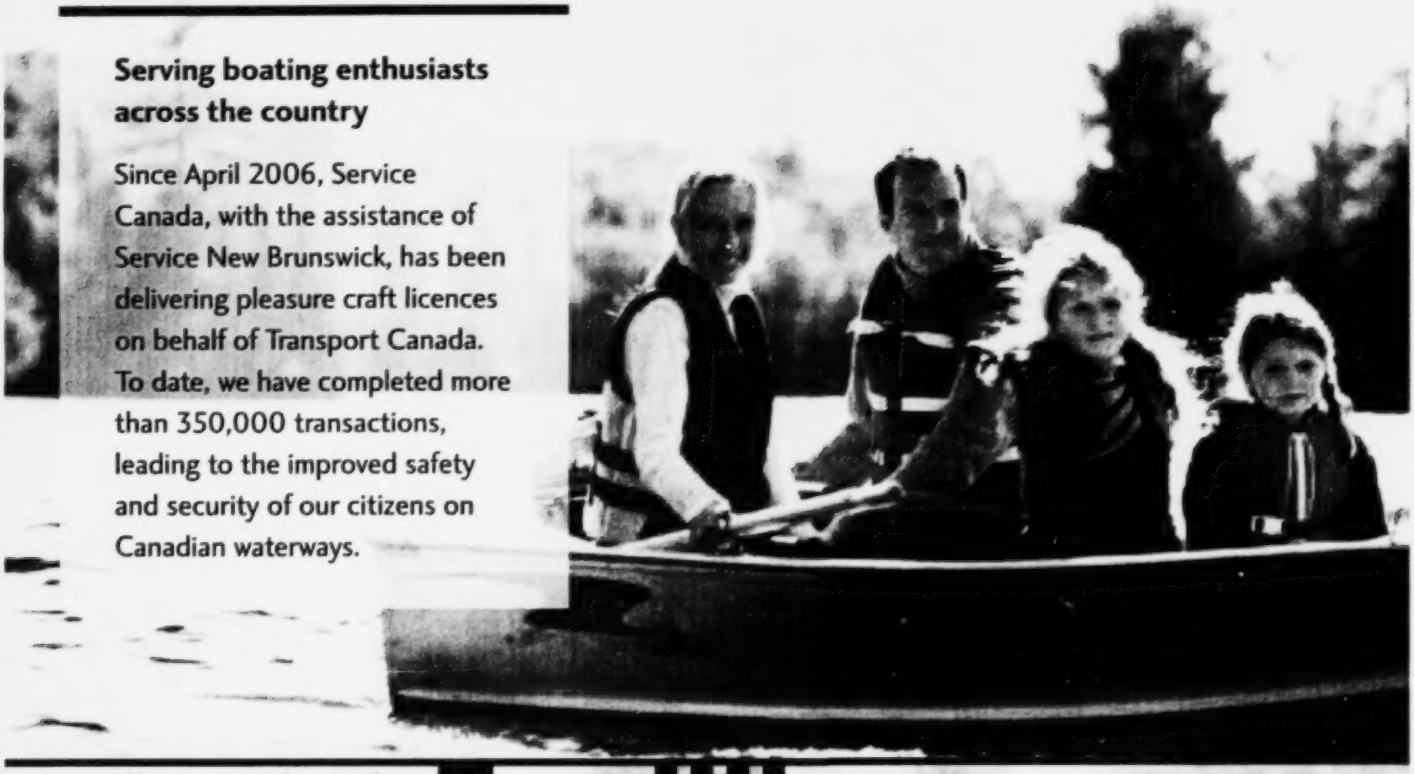
- Agriculture and Agri-Food Canada
- Canada Border Services Agency
- Canada Revenue Agency
- Citizenship and Immigration Canada
- Correctional Services Canada
- Department of Canadian Heritage
- Department of Fisheries and Oceans
- Department of National Defence
- Human Resources and Social Development Canada
- Indian Residential Schools Resolution Canada
- Passport Canada
- Royal Canadian Mounted Police
- Transport Canada

In fact, to meet service needs, we signed new Memoranda of Understanding with Citizenship and Immigration Canada, the Department of Fisheries and Oceans, Transport Canada, Passport Canada, the Department of Canadian Heritage, Health Canada, the Department of National Defence, and Human Resources and Social Development Canada. We also made plans to work with the governments of British Columbia, Ontario, and New Brunswick.

We helped Human Resources and Social Development Canada improve the way it delivers the Temporary Foreign Worker Program by opening a specialization processing centre and a new call-centre stream for live-in caregivers. Our partnership with the Department of Fisheries and Oceans to deliver the Ice Compensation Program to East Coast fishers was particularly successful. This program has served as a model for partnering with other departments.

Serving boating enthusiasts across the country

Since April 2006, Service Canada, with the assistance of Service New Brunswick, has been delivering pleasure craft licences on behalf of Transport Canada. To date, we have completed more than 350,000 transactions, leading to the improved safety and security of our citizens on Canadian waterways.



We processed more than **5 million** applications for government benefits

To help keep track of vital-event dates (dates for births and deaths), we implemented the Integrated Newborn Birth Registration Service with British Columbia this year. We also maintained an ongoing death notification system with British Columbia and Alberta. These arrangements allow us to authenticate and validate our clients' identities using information the provinces have on file. We signed similar agreements with Ontario and New Brunswick.

In addition, we signed an agreement with Citizenship and Immigration Canada to validate the citizenship data we need to generate individual Social Insurance Numbers.

Applying for Social Insurance Numbers by the dozen

When the Catholic Children's Aid Society was directed by the Ontario government to establish registered education savings plans for every child under its care, it needed to apply for a Social Insurance Number (SIN) for each child. To make this process easier, a Service Canada agent began visiting the Society's location to process the SIN applications on site.

The Executive Assistant for the Catholic Children's Aid Society had this to say: "I believe this pilot of having one Service Canada representative to connect with will make the process very efficient for us and reduce staff time in your local offices. Again, I want to thank you for your enthusiasm and efficiency in facilitating these SIN applications for our children, which will now allow us to move forward in establishing RESPs."

Building strategic partnerships

At Service Canada, we undertook announcements and activities in collaboration with Parliamentarians and other federal partners to demonstrate the Government of Canada's investments at the community level. Service Canada contributed to the Advantage Canada plan—a long-term, national economic strategy to make Canada a true world economic leader by reducing regulations and paper burden—by developing the Record of Employment Web site, through which Canadian companies can submit data via the Internet.

We also worked with the Voluntary Sector Advisory Committee to bundle the services we offer to client groups with common needs, to streamline how we run our services, and to create the Office of the Fairness Advisor. This work was cited as a "best practice" by the Independent Blue Ribbon Panel on Grants and Contributions.

Service Canada's work to simplify and improve grants and contributions programming was cited as a best practice by the Independent Blue Ribbon Panel on Grants and Contributions.

Keeping things simple with My Service Canada Account

Canadians would like to be able to provide their personal information only once to the Government of Canada, and then have this information available to different programs. We are responding to this preference by creating a single, integrated set of information on each client, which they can access when they apply for various benefits or services. This task is challenging, since there are so many different databases and systems for individual programs and services already in place. Through the My Service Canada Account feature on the Service Canada Web site, Canadians can now securely access and update Canada Pension Plan and Employment Insurance key personal information.

Helping a young man in distress

In mid-December, a young man walked into the Service Canada Centre in Sept-Îles, Quebec, looking for help. He said he hadn't eaten for several days, was sleeping in an unheated van, and didn't know where to turn for help.

He didn't think he was eligible for Employment Insurance benefits. After reviewing his file, the agent discovered that the young man was indeed eligible, and immediately filed an urgent request. After referring the young man to the local health-care agency, the Centre staff members called the local food bank and arranged for the client to pick up something to eat. In addition, the young man left the office with a bag of snacks, donated by the citizen service agents in the Centre.

The next week, the young man returned to thank the Centre staff, and to let them know that, thanks to the food and clothing they had arranged for him to receive, he was already having a better holiday season.

Chapter 4

Delivering results and reporting to Canadians

Objective: Demonstrate accountable and responsible government by delivering results for Canadians and government, savings for taxpayers, and transparency in reporting.

We are committed to demonstrating accountability, transparency, effectiveness, and efficiency by reporting on our progress and strengthening how we track our performance.

Telling Canadians what we are up to

Through the annual report and the Service Canada Performance Scorecard (see Appendix 3), we continue to inform Canadians about the results we achieve for them. The scorecard shows three years of performance targets and results and compares them with our eight service standards.

Providing accountability to Parliament

At Service Canada, we continue to report to Parliament through our yearly *Report on Plans and Priorities* and *Departmental Performance Report*. In 2007–2008, to improve the way we report to Canadians and Parliamentarians, we also developed the Audit Report Release Strategy, to make sure that we release internal audits within three to four months of the Audit and Evaluation Committee approving them, and that we make these audits available to the public on the Internet.

Staying on track

We produce monthly and quarterly reports for our senior executives, to give them the tools they need to ensure that our services meet the needs of Canadians. We monitor our progress using the performance scorecard, and we raise concerns with the Service Canada Management Board to ensure ongoing improvement.

Integrated planning is one of the principal priorities that the Government of Canada has set for renewal of the public service. At Service Canada, our improved and integrated planning provides greater accountability and transparency. In the past year, we used the individual business plans that each of our branches and regions submitted to develop the Integrated Business Plan, as well as the integrated Service Canada Human Resources Plan.

The business plan provided a broad picture of priorities for 2007–2008, and outlined Service Canada's strategic direction. It also provided a business model and key initiatives for the fiscal year, as well as an agenda for the next three years. Service Canada provided all its staff members with the opportunity to learn about the priorities, goals, and initiatives they were expected to meet by publicizing the integrated plans and posting them on the Service Canada intranet site.

Giving Canadians a say

In our first year of operation, we created the Office for Client Satisfaction to find out what Canadians think of our services. The Office for Client Satisfaction identifies client service trends and issues, and then makes recommendations on how to improve services. Senior management then ensures that Service Canada implements these recommendations. We have addressed or are in the process of addressing all the recommendations that the Office for Client Satisfaction made in the last fiscal year.

In 2007–2008, the Office received 6,683 feedback items—217 suggestions, 333 compliments, 2,878 complaints, and 3,255 referrals of feedback to other departments. The Office acknowledged 99.9% of the feedback received from individuals within 24 hours (not including weekends and holidays), and replied to all inquiries within 7 working days. Their feedback helped us identify what we are doing well, and helped us focus on those areas where we can improve.

"Recently, my 13-year-old son and I went to our local Service Canada office in Bridgewater, Nova Scotia, to apply for his Social Insurance Number (SIN). I just wanted to pass on what a pleasant and memorable experience this was. Bill [the citizen service agent] took the time to speak directly to my son, answer his questions, and explain the importance of possessing a SIN. When the application was completed and my son received his SIN, Bill shook his hand and welcomed him as a card-carrying member of the greatest country in the world. My son will never forget this moment. He retells many people of this encounter, and the importance of a SIN. Great job!"

—Comment submitted to the Office for Client Satisfaction

The Office for Client Satisfaction acknowledges

99.9%

of feedback within 24 hours, and replies within 7 days

Chapter 5

Building a culture of service excellence

Objective: Build a culture of service excellence by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.

At Service Canada, we know our staff members are our greatest asset. For this reason, we focus on helping our employees develop their skills and on recognizing their hard work with awards that celebrate service excellence.

Achieving and sustaining a culture of service excellence

At Service Canada, we want to make service excellence a reality. We are creating an internal culture to support staff development and to reinforce the commitment of our staff and our entire organization to providing client-centred service.

In 2007–2008, we expanded our commitment to service excellence through a number of concrete efforts. These efforts included:

- developing a number of service-excellence courses for client service staff members at the Service Canada College;
- registering client service staff in the Service Excellence Certification Program;
- producing an employee development plan and a learning policy;
- delivering training for both new staff and new managers, and for new client services; and
- implementing the Service Leadership and Management Excellence Development Program.

A recent survey says that 92%

of Service Canada employees focus on achieving results for their clients

Service Canada College offers cultural awareness training

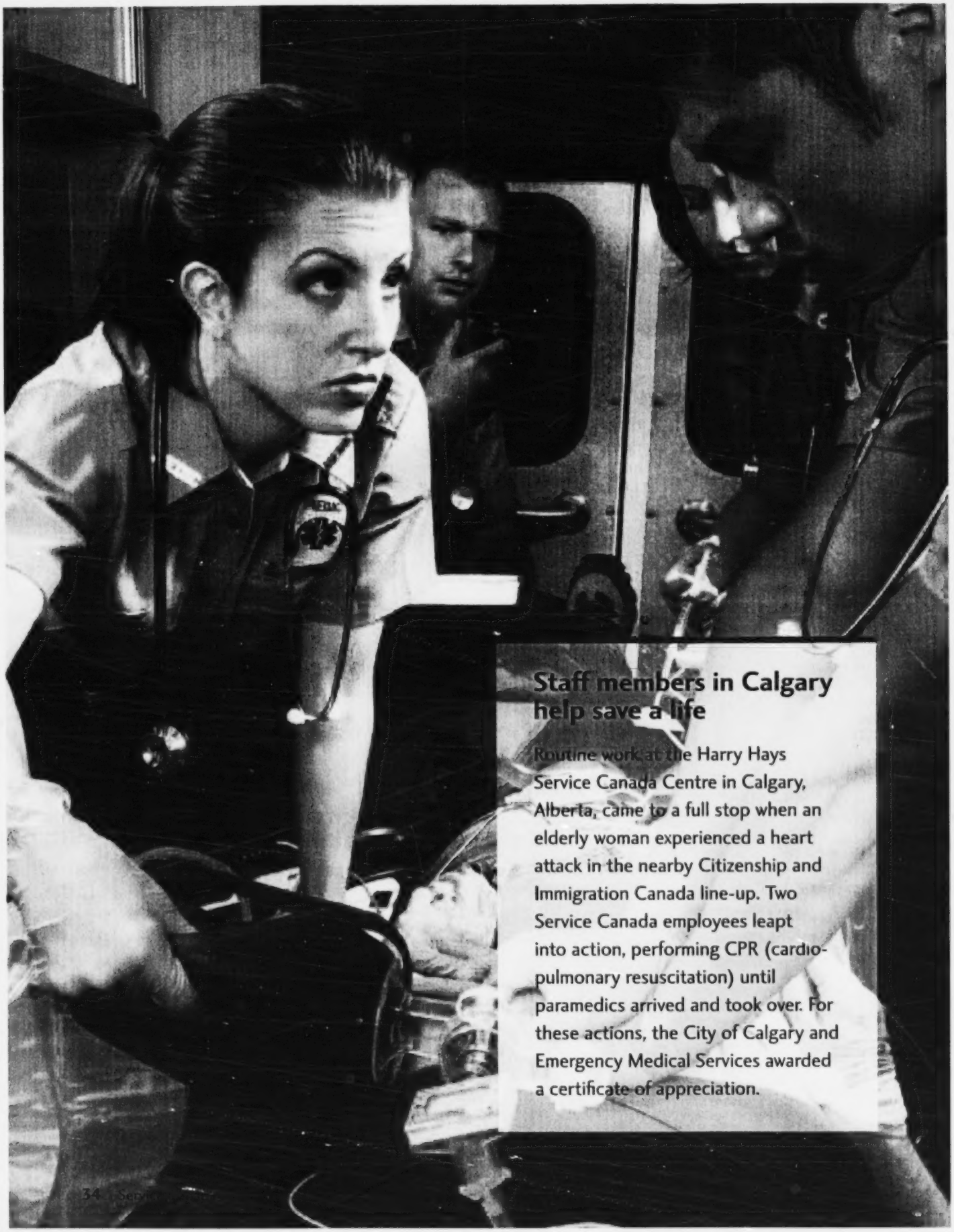
To help familiarize employees with the legacy of Indian residential schools, the Service Canada College offered awareness training to front-line, call centre, and processing staff involved in delivering the Common Experience Payment program. This training—which was designed in consultation with Health Canada, the RCMP, the Aboriginal Healing Foundation, and other agencies—gave employees the history of the residential school system they needed to interact with Aboriginal clients with empathy, compassion, and understanding.

Cultural awareness training sessions were piloted in Calgary and Montréal, and received a rousing chorus of positive feedback. One participant from Calgary stated: "It was a very worthwhile presentation. I will walk away with many thoughts in my mind."

Building the Service Canada College

The Service Canada College is our corporate learning institution. The College has developed a suite of service-excellence courses for employees who deal directly with clients and for corporate service employees and management. The suite includes the Service Excellence Certification Program, which was launched in 2006 and is open to all Service Canada employees, as well as the Service Leadership and Management Excellence Development Program, which was launched in October 2007.

Through the Service Canada College, we have integrated all national learning, training, and development resources. In his fifteenth annual report, the Clerk of the Privy Council and the Secretary to the Cabinet recognized the Service Canada College as a noteworthy example of a departmental renewal initiative, and praised the College's "high quality courses and a uniform curriculum contributing to building solid customer relations management skills for front-line staff."



Staff members in Calgary help save a life

Routine work at the Harry Hays Service Canada Centre in Calgary, Alberta, came to a full stop when an elderly woman experienced a heart attack in the nearby Citizenship and Immigration Canada line-up. Two Service Canada employees leapt into action, performing CPR (cardio-pulmonary resuscitation) until paramedics arrived and took over. For these actions, the City of Calgary and Emergency Medical Services awarded a certificate of appreciation.

Achieving service excellence

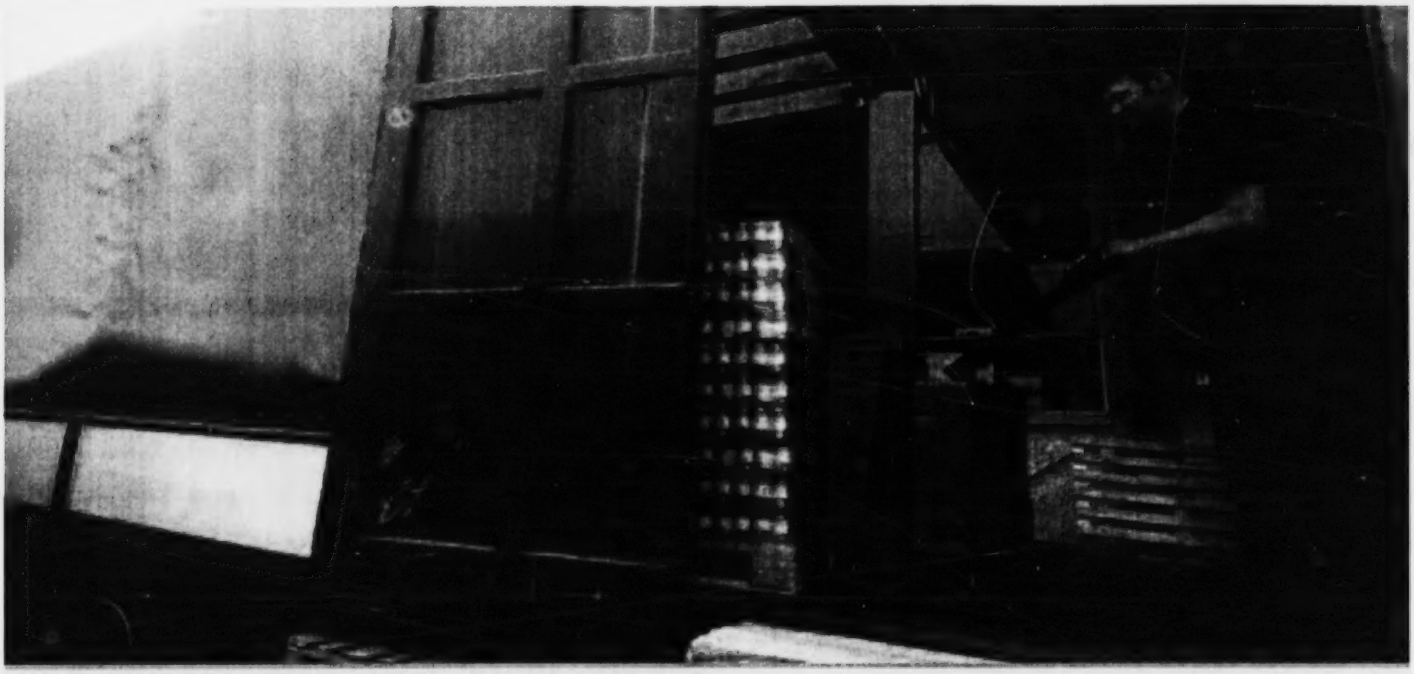
As part of Service Canada's performance management initiatives, all employees must complete personal learning plans. By March 31, 2008, more than 90% of employees had completed their plans, with the support of their supervisors. All client service staff members were offered training to deliver the full suite of Service Canada programs and services. Front-line, processing, and management staff were trained to provide a knowledgeable first point of contact for the Government of Canada, and to support one-stop service delivery.

Service Canada continued to work with the Canada School of Public Service to ensure timely training for all eligible employees. To support the continued development of a culture of service excellence, Service Canada designed and implemented the Service Leadership and Management Excellence Development Program. This program focuses on leadership skills for managers, including performance management, strategic thinking, and engagement. Service Canada also developed a strategic framework for greater employee engagement. These efforts were supported by an internal Service Canada Web site, which provides employees with easy access to all culture-related documents, regular messages from senior management, and a weekly electronic employee news bulletin.

Over 90%

of Service Canada employees have completed personal learning plans

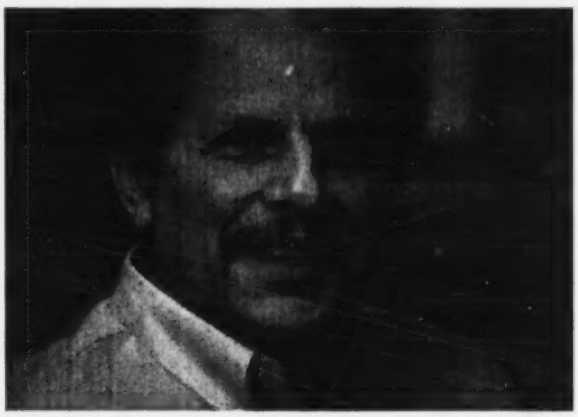
> **"I am proud to work for Service Canada, as I have experienced the sincerity of the Service Canada College and that our department truly has the client's interests at heart. As citizen service agents, we are the face of the government, and the service we provide is entirely about the clients and their needs."**
>
> *—Graduate of the Service Excellence Certification Program*



Service Canada employees help after food-bank fire

After a major fire wiped out more than 30 tons of non-perishable food at the Sudbury Food Bank's storage facility, employees at the city's Service Canada Centre stepped in to help the community. Everyone—including staff members from the Insurance team, Corporate Services, the Corporate Communications and Services Branch, the Integrity section, and the call centre—donated food and money, making the project a huge success. In total, the Centre staff delivered 20 banana boxes of food to the food bank, and raised $450 through donations and a 50/50 draw.

Rewarding service excellence



Through our Pride and Recognition Program, we manage the annual Service Canada Awards of Excellence. We offer these awards to employees who make a significant contribution to fulfill the mission, vision, and values of Service Canada.

Results from the Service Canada Culture Survey indicate that Service Canada is on the right track in creating a culture of service excellence. Of the more than 10,800 Service Canada employees who completed the survey, 92% indicated that, in their work, they focus on achieving results for their clients.

Moving forward

After three years of operation, Service Canada has come a long way in providing personalized service to Canadians. Whether Canadians choose to click, call, or visit, they will find information about the Government of Canada benefits and services they need, and a timely response to their questions and concerns.

We have launched initiatives to streamline our call centres, automate more services, and make our online services easier to use. Our partnerships have grown stronger, as have our efforts to respond to the needs of different client communities.

But we have more work to do. We are making plans to improve services that are in demand, and to broaden the scope of our successful pilot projects and new approaches. We are also working with our growing network of partners to improve the services we offer. And we are providing training to our employees and supporting their professional development, because we think Canadians deserve the best service possible.

We will work toward these goals in 2008–2009, and we will report on our challenges and achievements.

Reducing red tape for terminally ill patients

Susan, a mother of three young children, had been diagnosed with end-stage cancer. The financial strain of her disease and the desire to live closer to family led to her moving back to the Maritimes. But despite having family support, Susan was still stressed by the financial burden she was facing.

On the advice of a social worker in the oncology clinic, Susan agreed to take part in a Service Canada pilot project for a new streamlined application process for Canada Pension Plan disability benefits for terminally ill patients. It took less than 30 minutes to complete the application form and, when she met with the oncologist, he completed the accompanying medical report. Two hours later, the clinic faxed the completed application to the Service Canada processing unit, where the application was processed and approved that day.

Susan's father had this to say about the application process: "Finally, the government has it right. I am familiar with the other form, and what a nightmare! Thank you for really caring about the patient."

Appendix 1

Service Canada 2007–2008 expenditure profile*

(in millions of dollars)

	PLANNED SPENDING	AUTHORITIES	ACTUAL
Budgetary			
Operating costs (Vote 1)[1]	2,384.0	2,424.0	2,413.1
Delivery costs related to:			
• Employment Insurance account	1,162.0	1,100.8	1,095.3
• Canada Pension Plan	191.6	204.5	202.4
• Other government departments	0.0	5.0	3.0
Subtotal delivery costs	1,353.6	1,310.3	1,300.7
Gross operating costs[2] (operating costs + delivery costs)	3,737.6	3,734.3	3,713.8
Delivered on behalf of Human Resources and Social Development Canada (HRSDC)[3]			
Voted grants and contributions (Vote 5)	**663.3**	**726.3**	**624.5**
Statutory payments:			
• Old Age Security	24,093.0	24,029.8	24,029.8
• Guaranteed Income Supplement	7,413.0	7,406.7	7,406.7
• Allowance	553.0	518.2	518.2
• Energy cost benefits	0.0	0.1	0.1
Subtotal statutory payments (a)	32,059.0	31,954.8	31,954.8
Canada Pension Plan benefits (b)	27,478.9	27,536.9	27,536.9
Employment Insurance benefits			
• Part I	12,641.0	12,260.0	12,197.2
• Part II	2,053.1	2,062.1	2,051.0
Subtotal Employment Insurance benefits (c)	14,694.1	14,322.1	14,248.2
Total statutory transfer payments (a + b + c)	74,232.0	73,813.8	73,739.9
Total delivered on behalf of HRSDC[4]	**74,895.3**	**74,540.1**	**74,364.4**
Consolidated total	**78,632.9**	**78,274.4**	**78,078.2**

1. This amount includes Common Experience Payments to students of former Indian residential schools ($1.9 billion in planned spending, and $1.8174 billion in authorities and actual).
2. This amount includes statutory items for employee benefit plans, spending of proceeds from disposal of Crown assets, and refunds of previous year's revenue.
3. The financial strategy for Service Canada establishes that statutory funds, including Canada Pension Plan, Employment Insurance, Old Age Security statutory payments, and voted grants and contributions related to the delivery of specified programs, will be allocated annually by HRSDC.
4. This amount directly benefits Canadians, and is delivered on behalf of HRSDC.

* This expenditure profile for Service Canada is an extract of HRSDC's Departmental Performance Report for fiscal year 2007–2008.

Appendix 2

List of Service Canada services

For the most current information on the services we offer, visit our Web site at www.servicecanada.gc.ca or call us at 1 800 O-Canada. The following table lists some of the services we either fully deliver or for which we provide information or referrals on behalf of partners.

All Canadians

- Canada Revenue Agency access pilot
- Chinese Head Tax redress initiative
- EcoAUTO Rebate Program (as of October 2007)
- Emergency Response
- My Service Canada Account
- Ongoing Death Notification (Ontario, British Columbia, and Alberta)
- Passport Receiving Agent
- Pleasure Craft Licensing
- SIN Rapid Access
- Western Hemisphere Travel Initiative

People with disabilities

- Canada Access Grant for Students with Permanent Disabilities
- Canada Student Loans Program Permanent Disability Benefit
- Canada Study Grant for the Accommodation of Students with Permanent Disabilities
- CPP disability benefits
- Labour Market Agreement for People with Disabilities
- Opportunities Fund for Persons with Disabilities

Families

- Canada Education Savings Program – Promotion of Program
- CPP survivor benefits
- Employment Insurance (EI) compassionate care benefits
- EI maternity benefits
- EI parental benefits
- Newborn Registration Service (Ontario and now with British Columbia as of May 2007)
- Universal Child Care Benefit – Promotion of Program

Seniors

- Canada Pension Plan (CPP) death benefits
- CPP retirement pension
- CPP survivor benefits
- Old Age Security (OAS) basic pension
- OAS Allowance
- OAS Guaranteed Income Supplement
- OAS Allowance for the Survivor
- Pension benefits under international agreements (CPP, OAS, benefits from other countries)

Aboriginal people

- Common Experience Payment (as of September 2008)

Workers and employers

- Apprenticeship Incentive Grant
- Canadian Agricultural Skills Service
- Canadian Forces Recruitment Awareness
- Citizenship and Immigration pilot projects in Quebec
- Department of National Defence – Civilian Recruitment awareness (as of October 2007)
- EI fishing benefits
- EI Record of Employment on the Web (ROE Web)
- EI regular benefits
- EI Report on Hiring Program
- EI sickness benefits
- Employer-Sponsored Training initiative
- Employment Assistance Services
- Human Resource Management Information
- Ice Compensation Program (as of May 2007)
- Job Bank services:
  - Career Navigator
  - Job Alert
  - Job Posting
  - Job Search and Job Match
  - Résumé Builder
- Job Creation Partnerships
- Job Futures
- Labour Market Information
- Labour Market Partnerships
- Royal Canadian Mounted Police Recruitment Awareness

Newcomers to Canada

- Employment Assistance Services
- Foreign Credentials Referral Office (as of May 2007)
- Foreign Worker Program
- Permanent Resident Card
- Temporary Resident Visa

Official language minority communities

- Enabling Fund

Youth

- Canada Education Savings Program – Promotion of Program
- Canada Summer Jobs
- CPP disabled contributor's child benefits (18 to 25 years of age)
- CPP orphan benefits (18 to 25 years of age)
- Federal Public Sector Youth Internship Program
- Youth Awareness Initiative
- Youth Employment Strategy – Career Focus
- Youth Employment Strategy – Skills Link

Appendix 3

Service Canada Service Charter

You can see the full text of the Service Charter on our Web site at www.servicecanada.gc.ca/en/about/charter/index.shtml.

Its key elements include:

Our commitment to you

We help you by making it easy to access government services. We provide you with:

- choice in how to contact us;
- information that is easy to understand; and
- service in the official language of your choice.

We offer you personalized service. We will:

- explain the things you need to know and make clear what you need to do;
- be helpful and respectful of your needs;
- give you the service you need or guide you to others who can help you;
- let you know when to expect a decision and, if you qualify for a financial benefit, when you will receive your first payment; and
- acknowledge any mistakes we make and take corrective measures.

Our promise to you

You have the right to:

- fair and unbiased service;
- a clear explanation of our decisions;
- the review of any decision; and
- security of private information.

Appendix 4

2007–2008 Service Canada Performance Scorecard

Service Standards and Related Performance Measures	Rating 07–08	2007–2008 Year End Target	2007–2008 Year End Result	2006–2007 Year End Target	2006–2007 Year End Result	2005–2006 Year End Target	2005–2006 Year End Result
We provide service in the communities where you live.							
% of Canadians with access within 50 kms of where they live	↑↑	90%	95.4%	90%	95.1%	85%	93%
Number of points of service	↑↑	605	620	516	587	420	416
We provide more convenient and extended hours of service.							
Telephone response:							
% of specialized calls answered by a CPP/OAS, CSLP, EI agent within 180 seconds	↓	95%	58.5%	95%	58.5%	95%	70.8%
% of general calls answered by a 1 800 O-Canada agent within 18 seconds	↑↑	85%	88%	85%	85%	85%	69%
Number of Service Canada Centres with extended hours of service	↑↑	60	62	60	53	40	44
24/7 availability of Internet – Information and transaction	↑↑	98%	99.3%	98%	99.3%	98%	98%
We provide service in the official language of your choice – English or French.							
Number of official language minority community points of service	—	—	37	17	33	14	14
Number of official language complaints (Part IV and VII)	—	—	32	—	23	—	11*
Recognizing the diversity of Canada, we are extending our reach to multilingual communities.							
Number of fact sheets/publications available in languages other than English and French	↑	4 (new)	4	7	7	n/a	n/a
Number of Aboriginal languages/dialects	—	—	8	8	7	n/a	n/a
Number of foreign languages	—	—	12	12	12	n/a	n/a
Our services are accessible to people with disabilities.							
Number of Service Canada Centres with improved accessibility	—	—	85	—	35	n/a	n/a
Number of forms available online in formats accessible for people with disabilities	↑↑	10	11	10	11	5	0
Our employees are knowledgeable and helpful, and will make sure you get what you need.							
% of front-line employees registered in the Service Excellence Certification Program	↑↑	30%	41.2%	30%	26.4%	n/a	n/a
Number of new registrations in Phase I of the Service Excellence Certification Program	—	—	1,637	—	1,163	n/a	n/a
Client satisfaction survey results (May 2006 results)	—	—	n/a	—	84%	—	—

Service Standards and Related Performance Measures	Rating 07–08	2007–2008 Year End Target	2007–2008 Year End Result	2006–2007 Year End Target	2006–2007 Year End Result	2005–2006 Year End Target	2005–2006 Year End Result
We let you know when you should expect a decision on entitlement to services or benefits and, if you qualify, when your first payment will arrive.							
Expeditious delivery:							
% of notification sent within seven days of receipt of your EI, CPP, and OAS applications	↓	80%	65.8%	80%	65.6%	80%	63.2%
% of CPP retirement benefit payment or non-payment notification issued within first month of entitlement	↑↑	85%	91.8%	85%	92.8%	85%	90.8%
% of EI benefit payment or non-payment notification issued within 28 days of filing	↑	80%	80.3%	80%	79.7%	80%	80.9%
% of OAS basic benefit payment or non-payment notification issued within first month of entitlement	↑↑	90%	93.7%	90%	94.1%	90%	93.9%
% of SINs issued using expeditious processes (SIN Rapid Access, Newborn Registration Service in Ontario and BC, and Teleapp in NB)	↑↑	90%	93%	n/a	n/a	n/a	n/a
% of pleasure craft licences issued in one visit	↑	90%	89.8%	90%	80% (estimate)	n/a	n/a
We want your views on how well we are serving you.							
% of Office for Client Satisfaction - Feedback replied within seven working days of receipt	↑↑	90%	99.9%	90%	100%	90%	n/a
Office for Client Satisfaction total feedback received	—	—	6,683	—	1,994	—	508*
Compliments	—	—	333	—	306	—	70
Complaints	—	—	2,878	—	730	—	230
Suggestions	—	—	217	—	179	—	52
Transfers to other departments	—	—	3,255	—	779	—	156

* Result represents approximately six months worth of data only (from launch of Service Canada in September 2005 to March 2006).

LEGEND:

↑↑	Results surpassed the objective	—	No targets established
↑	Results met the objective	n/a	No results available
↗	Results are at least 95% of the objective		
↓	Results are below the objective		

Volumetric information	2007–2008 Year end	2006–2007 Year end	2005–2006 Year end
Applications in:			
EI claims received	2,643,091	2,702,444	2,806,368
CPP applications processed	644,182	614,173	608,876
OAS applications processed – Excluding automatic renewals for the Guaranteed Income Supplement	808,565	808,972	870,553
Passports processed	267,112	67,260	29,369
Pleasure craft licence requests received	128,516	123,312	0
SIN requests processed through all modes	1,445,146	1,564,224	1,370,420
Common Experience Payment applications received	90,301	—	—
ecoAUTO Rebate Program applications received	84,519	—	—
Channel usage:			
Service Canada Internet visits	26,620,460	22,364,438	5,430,558
Total telephone calls received in call centres (includes self-serving in the Interactive Voice Response System)	51,146,636	53,266,713	58,574,498
Telephone calls answered by specialized program agents	9,325,396	9,606,096	9,964,406
Telephone calls answered by general enquiry agents (1 800 O-Canada)	1,793,597	1,621,471	1,154,335
In-person visits to a Service Canada point of service:			
Clients assisted	8,253,490	8,235,322	630,495 (new service offerings only)
Clients self-serving by using Internet stations	967,009	1,040,350	281,921 (new service offerings only)

Appendix 5

Tell us what you think!

Your opinions and comments on Service Canada's annual report are very important to us. Please e-mail your feedback to us at annualreport@servicecanada.gc.ca or complete our feedback form below and send it to:

Service Canada
Integrity Services Branch
140 Promenade du Portage
Phase IV, Room 1D119
Gatineau QC K1A 0J9

If you would like to receive a reply, please provide your contact information.

We will keep your information private, and we will collect, manage, use, and disclose it in line with the requirements of the *Privacy Act*.

Tell us what you think!

Service Canada Annual Report Feedback Form

Full name _____

Address _____

City _____ Province _____ Postal code _____

Phone number _____

E-mail _____

Feedback (use the back if necessary) _____

_____

_____

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Comments